

Appendix 1

Request for Proposals (RFP):

Summative Independent Evaluation on

(a) Institutional Strengthening of Civil Society Organizations and

(b) Enhanced Training Capacities of NGO Trainers

RFP #:

Issued on: March 19, 2013

Proposal Deadline: March 31, 2013 by 4:00 PM (Jordanian time)

Attachments included: A- Bio-data form

A. Background and Purpose of the Evaluation

The Jordan Civil Society Program (CSP) aims at cultivating a strong and vibrant civil society through a supportive enabling environment and engaged citizenry. Implemented by FHI 360 and funded by the United States Agency for International Development (USAID/Jordan), CSP works together with civil society, government, business, and media to contribute to the strengthening and sustainability of Jordan's civil society through consultative research, capacity building, small grants and improved civil society-government communications.

To that end, CSP is commissioning a final evaluation of its interventions in the thematic area of “**Institutional Strengthening**” of civil society organizations and “**Enhanced Training Capacities of NGO Trainers**” which took place between March 2009 and March 2013. Its purpose is to provide an independent, in-depth assessment of the strategy and impact of the thematic area's related activities, and to provide the CSP staff and its donor sufficient information about the performance of the program (relevance, effectiveness and sustainability), lessons learned and practical recommendations for follow-up strategies related to civil society strengthening.

Specifically this final evaluation aims to:

- a. Assess where the program achieved its stated objectives.
- b. Identify challenges faced by the project teams in achieving the program's objectives.
- c. Assess the extent of impact achieved by the program and identify success stories in these areas.
- d. Analyse where the results of the program are sustainable.
- e. Make recommendations on replicability in terms of achievements, addressing gaps and challenges.

The evaluation process, findings and recommendations will provide essential content for CSP's final program report, as well as capture good practices and lessons learned to enrich new programs which aim to enhance institutional capacity of CSOs within the Civil Society sector of Jordan.

The assignment is expected to take place in May-June 2013 with a draft report to be submitted by July 15, 2013 after which the final report is due July 31, 2013.

B. Summary of CSP Institutional Strengthening Activities

In the original USAID Program Description, CSP's Results Framework defines Result II and its milestones as follows:

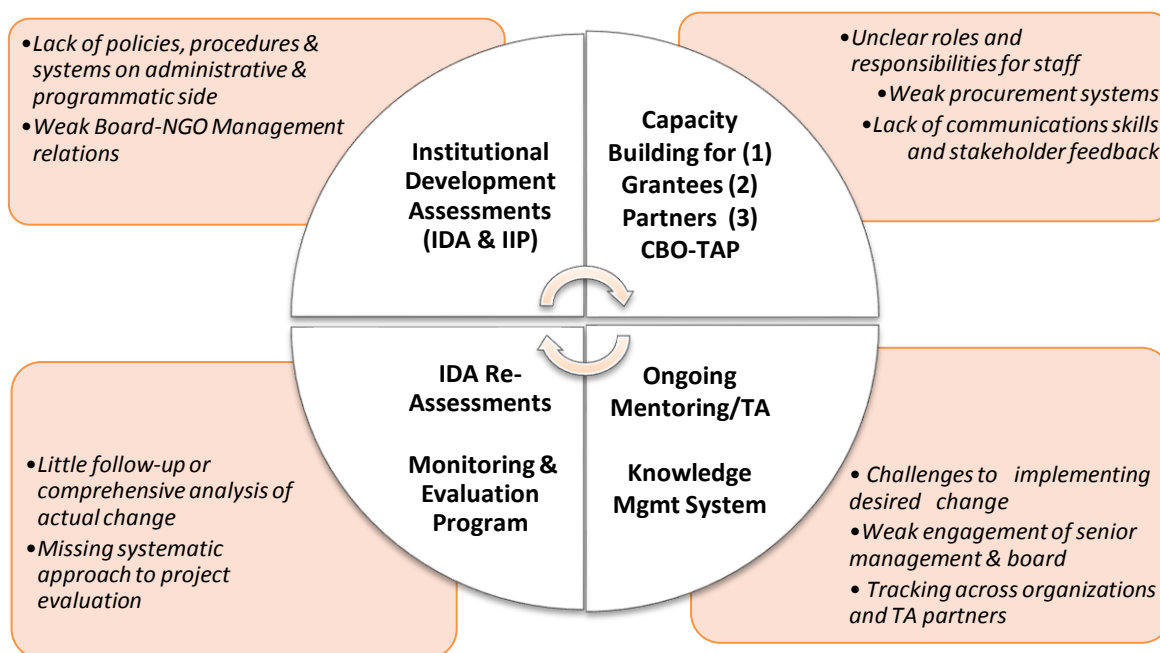
Result II: CSOs at all levels are more professional, capable, strategic, collaborative and sustainable.

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- 2.1. *Organizational development of CSOs improved*
- 2.2. *Quality training resources available and accessible*
- 2.3. *CSO networking and collaboration among CSOs become the norm*

To that end, CSP created its Capacity Building component responsible for implementing all activities related to this Result as well as for supporting other capacity building requirements across CSP's portfolio of programs.

In December 2008 - January 2009, CSP initiated country-wide focus group research with CSOs to determine the needs and gaps within the Jordan civil society sector. Through its research, CSP identified the following institutional challenges faced by NGOs/CBOs and in response designed specific strategies/action designed in consultations with CSOs, government and donors. Year II-V consisted of implementation of the planned projects within the thematic area strategy.



Similarly, CSP created a comprehensive five step approach that incorporated: (1) consultation and research with stakeholders; (2) design, pilot and customize support to NGO partners; (3) tweak approach and invest in NGO partners; (4) support NGO partners to replicate the model and implement with others; and (5) monitor, follow up, integrate and share lessons learned.

Based on consultations with CSP staff and a desk review, the evaluator will determine which specific project activities will be included in the evaluation design.

C. Scope of Work

The purpose of this outcome-based evaluation is to provide an independent, in-depth assessment of the results of the overall institutional strengthening and training strategy and impact of program activities as outlined below. Utilizing direct data collection and/or documentation review, the evaluator will be required to combine a goal-based approach with consultative process using mixed methods. The findings of the evaluation will be shared with and used by implementing partners, relevant stakeholders as well as CSP and FHI 360 at large.

Throughout the years, CSP has designed and implemented a series of customized projects in the areas of (a) Training Certification; (b) NGO Institutional Strengthening; and (c) Development & Application of Capacity

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Building/M&E Resources. These were delivered through a combination of CSP direct technical assistance, grants, certification of NGO training providers to deliver technical assistance on behalf of CSP to other NGOs/CBOs, development of specialized training toolkits, delivery of direct training, and support for scholarships/exchanges. These include:

A. Training Certification	YI	YII	YIII	YIV	YV
• Partners in NGO Excellence		X	X		
• NGO Trainer Certification Program with Global Learning Partners (GLP) Expanding CDEP & Achieving CDET		X	X	X	
• CSP Trainer Network Professional Development		X	X	X	X
• Master Advocacy Fellows (MAF)		X	X		
• Certification of Communication Trainers (CCT)		X	X		
• Upgrading of NGO Training Curricula (Human Rights-based Approach)					X
• Scholarships/Exchanges (i.e. Equitas Human Rights TOT)					X

B. NGO Institutional Strengthening <i>All support is based on the results of each NGO's Institutional Development Assessment (IDA), Institutional Improvement Plans (IIP), and delivery of customized training and mentoring on: Human Resource Management; Financial Management; CBO Management, Project Management; Strategic Planning; Intro to M&E; Strategic Communications and Media Relations; and Advocacy</i>	YI	YII	YIII	YIV	YV
• Partners in NGO Excellence		X	X		
• Technical Assistance for Grantees and Partners (26 Grantees/49 Partners)	X	X	X	X	X
• Community-Based Organizations' Technical Assistance Program (CBO-TAP) (approximately 131 CBOs)				X	X
• DPO Strengthening (similar to the above but focused specifically on disabled persons organizations to prepare for CSP's disability rights grant program, after which customized strategic planning support was provided to Khotwetna the first psycho-social DPO in Jordan)			X	X	X
• Monitoring and Evaluation Program (series of intro, intermediate and advanced M&E courses/mentoring for NGOs)				X	X
• Stakeholder Feedback Project (capacity building on design and implementation of qualitative research through focus group methodologies)		X	X	X	
• Institutional Strengthening Support Fund (in-kind support + IDA training/TA)					X
• CSR NGO-SME Matchmaking					X
• Legal Aid on the Law on Societies					X

C. Development & Application of Capacity Building/M&E Resources	YI	YII	YIII	YIV	YV
• Institutional Development Assessment Tool (IDA and IIP)	X	X	X	X	X
• Training Services Review/Training Management Manual			X	X	
• Stakeholder Feedback Focus Group Research Project	X	X	X	X	X
• Advocacy Training Toolkit					X

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• Disability Rights Training Toolkit					X
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D. Evaluation Questions

The evaluation should address questions related to the project's relevance, effectiveness, and sustainability. Differentiation should be made between core partners and associate partners. *(NOTE: Core partners are organizations engaged for 3 or more years within 3 or more varying types of CSP institutional development programs. All others are considered associate partners.)*

Some of the key questions in each of these areas are set out below, however they are provided as guidance and should be further refined with the evaluator. These questions should be reviewed and finalized in the evaluation team's inception report, making them more specific to Institutional Development program areas in collaboration with CSP management.

D1. Relevance

Key question: To what extent is the program strategy relevant to the needs identified?

- a. To what extent did CSP's institutional development programming strategy address key gaps and needs observed in Year 1 focus group research findings?
- b. To what extent did CSP's training programming strategy address key gaps and needs observed in the 2009 training assessment results?
- c. To what extent have partners and beneficiaries been satisfied with the results?
- d. Were there any other factors that should have been taken into account when designing the program?

D2. Effectiveness

Key question: To what extent did CSP's institutional strengthening and Training strategy achieve planned outcomes and impact? Why and why not? Are there any unintended results of the project?

Institutional Strengthening

- a. Extent of overall institutional development that was achieved for CSP's partners as a result of CSP's training and/or technical assistance.
- b. Extent of development in CSP partners (core & associate) within CSP's thematic development areas such as: Institutional Strengthening (in the areas of Human Resources, Financial Management, Project Management, and Strategic Planning); Training Design and Delivery; Monitoring and Evaluation; Strategic Communications; Advocacy; and Qualitative Research (Focus Group Methodology).
- c. Analyse the reach of CSP's institutional development in regards to total number of organizations, types of organizations (CSO, CBO, DPO...etc.), geographical and any other appropriate disaggregation.
- d. How are partner CSOs better positioned to achieve their strategic objectives in the future?
- e. To what extent did the CSP institutional development legacy tools enable CSP partners (CSOs and individuals)?
- f. What CSP institutional development design aspects produced the best results and why? Which aspects produced the expected results and why?

Training

- a. Did CSP's training structure (training workshop followed by a practical application time period) produce the intended results?

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- b. Did CSP's strategy of developing a core of certified individuals and individuals to provide training to the larger Civil Society sector produce the intended results?
- c. What examples display that CSP's training partners achieved improvement in the quality of their training materials and services?
- d. To what extent did CSP's anticipated "multiplier effect" occur?
- e. To what extent did the CSP training legacy tools assist in improving the training services of CSP partners (CSOs and individuals)?
- f. What CSP training design aspects produced the best results and why? Which aspects did produce the expected results and why?
- g. To what extent did the CSP training activities contribute to the overall institutional strengthening of CSP partners?

D3. Sustainability

Key questions: What is the likelihood that the benefits from the program will be maintained for a reasonably long period of time, after the close of CSP? Why and why not?

- a. What examples demonstrate sustaining change within partner CSOs?
- b. What specific institutional development practices do CSOs say they will continue regardless of CSP existence? Are they sustainable?
- c. What specific training practices do CSOs say they will continue regardless of CSP existence? Are they sustainable?

E. Elements of an Approach (Methodology)

Evaluators will conduct field missions throughout Jordan, having logistic support from the CSP staff based in Amman, Jordan. Our desire is for a goal-based evaluation with participatory elements which allows maximum participation of diverse stakeholders, beneficiaries and CSP programmatic staff. The detailed methodology will be set out in the evaluator's inception report. Stakeholders, beneficiaries and CSP programmatic staff will be consulted throughout the evaluation process. CSOs, CSP programmatic staff, individuals who partnered with CSP on the implementation of this program will be selected to participate and provide feedback.

The elements below will inform the methodology:

- a. Desk review of all relevant documents on the project including the original USAID Program Description; CSP's annual work plans and quarterly reports; existing M&E data, including quarterly statistics, mid-term and end-of-project reports; as well as consultant/trainer reports and other relevant program documents. This will be done prior to conducting focus groups or individual interviews.
- b. Field Visits throughout Jordan.
- c. Interviews with selected CSOs, partners and CSP programmatic staff.
- d. Focus Groups with selected CSOs, partners and CSP programmatic staff.
- e. An electronic survey of stakeholders based on a short, simple questionnaire that assesses stakeholder responses to the program's key activities, processes, and results. Data will be pulled from CSP's Knowledge Management System for the evaluator to determine the sample.

F. Deliverables

The evaluator is expected to produce the following deliverables (in English) within the estimated time frame outlined below:

1. Work plan with specific dates – DUE END OF WEEK ONE

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2. Inception report in which the consultant will finalize the methodology, general evaluation questions, data collection tools and work plan, and address any outstanding issues. The inception report plan should include an outline for the overall evaluation report that will be produced at the end of the desk review. – DUE END OF WEEK TWO
3. List of Preliminary findings for each of the stated evaluation questions in accordance to a format to be determined by the CSP staff and consultant. - DUE END OF WEEK FOUR
4. Draft Evaluation Report that addresses the evaluation questions, analyses and synthesizes the findings and lessons learned, draws conclusions, and makes recommendations. The main body should not exceed 30 pages, excluding the executive summary and annexes. – DUE END OF WEEK SIX
5. An integrated Final Evaluation Report and Executive Summary that addresses issues raised from the review of the draft report. The final report should be formatted according to USAID's standard evaluation reporting format (To be provided). – DUE END OF WEEK SEVEN

G. The Evaluator

1. Qualifications

A consultant will conduct the evaluation. S/he will not have had any direct involvement in the formulation and implementation of the project. The evaluator will have the following qualifications:

- At least a master's degree in the social sciences
- At least 10 years of evaluation experience, at least four years of which in evaluating development projects for international donor funded projects
- Thorough understanding of gender equality, human rights and development issues
- Knowledge and experience around the thematic area under review (civil society strengthening, training, etc.)
- Excellent communication skills and demonstrated ability to facilitate group discussions.
- Demonstrated ability to produce high quality evaluation reports, including recommendations for future work
- Experience and understanding of the regional and sub-regional context essential
- Fluent in English and Arabic with high level reporting skills in English

The evaluator will have overall and full responsibility for the quality and timeliness of the products including and up to the final integrated report. S/he will be the point person to CSP. The evaluator will have primary responsibility for designing and administering all data collection tools, tabulating the results and other necessary tasks including analysis of results, and preparing the draft and final integrated report.

2. Duration and Level of Effort

The assignment is expected to take place in May-June 2013 with a draft report to be submitted by July 15, 2013 after which the final report is due July 31, 2013. The duty station will primarily be Amman. It is estimated that the consultant will require a maximum of **30 days** to include:

- Desk review (3 days)
- Introduction and briefings by the CSP management; data collection tools design; and inception report (5 days)
- Field visits in Jordan (15 days)
- Draft evaluation report, including tabulation and analysis of data (5 days)
- Final evaluation report based on comments received (2 days)

H. Management of the Evaluation Process

CSP staff will:

- Organize and make available the set of documents to be reviewed by the Evaluation consultant;
- Provide a list of project partners, beneficiaries and stakeholders in order to enable the Evaluation consultant to select particular individuals for interviews/ meetings;
- Assist in arranging the interviews and focus groups with selected partners, stakeholders, beneficiaries;
- Organize any necessary logistics for the evaluation consultant and cover all out-of-pocket expenses required to support the research (venues, transportation, etc);
- Develop a dissemination strategy to ensure that the final evaluation report reaches its target audiences.

I. Ethical Code of Conduct

It is expected that the evaluators will respect the following ethical code of conduct:

- **Independence:** Evaluators shall ensure that independence of judgment is maintained and that evaluation findings and recommendations are independently presented.
- **Impartiality:** Evaluators shall operate in an impartial and unbiased manner and give a balanced presentation of strengths and weaknesses of the policy, program, project or organisational unit being evaluated.
- **Conflict of Interest:** Evaluators are required to disclose in writing any past experience, which may give rise to a potential conflict of interest, and to deal honestly in resolving any conflict of interest which may arise.
- **Honesty and Integrity:** Evaluators shall show honesty and integrity in their own behaviour, negotiating honestly the evaluation costs, tasks, limitations, scope of results likely to be obtained, while accurately presenting their procedures, data and findings and highlighting any limitations or uncertainties of interpretation within the evaluation.
- **Competence:** Evaluators shall accurately represent their level of skills and knowledge and work only within the limits of their professional training and abilities in evaluation, declining assignments for which they do not have the skills and experience to complete successfully.
- **Accountability:** Evaluators are accountable for the completion of the agreed evaluation deliverables within the timeframe and budget agreed, while operating in a cost effective manner.
- **Confidentiality:** Evaluators shall respect people's right to provide information in confidence and make participants aware of the scope and limits of confidentiality, while ensuring that sensitive information cannot be traced to its source.
- **Avoidance of Harm:** Evaluators shall act to minimize risks and harms to, and burdens on, those participating in the evaluation, without compromising the integrity of the evaluation findings.
- **Accuracy, Completeness and Reliability:** Evaluators have an obligation to ensure that evaluation reports and presentations are accurate, complete and reliable. Evaluators shall explicitly justify judgments, findings and conclusions and show their underlying rationale, so that stakeholders are in a position to assess them.
- **Transparency:** Evaluators shall clearly communicate to stakeholders the purpose of the evaluation, the criteria applied and the intended use of findings. Evaluators shall ensure that stakeholders have a say in shaping the evaluation and shall ensure that all documentation is readily available to and understood by stakeholders.
- **Omissions and wrongdoing:** Where evaluators find evidence of wrong-doing or unethical conduct, they are obliged to report it to the proper oversight authority.

J. Content of the Proposal

Bidders must submit the following:

- Sample of Previous Work. Submit at least one M&E report the Bidder completed for an international donor funded project that is similar to the scope of this project. (English)
- References. Provide complete contact information for at least three clients the Bidder has conducted M&E evaluations for within the past two years, including contact name, organization, e-mail address and telephone number(s).
- Current CV. Including all relevant experience. (English)
- Completed and signed bio-data form (Attachment A).
- Expected Daily Rate.

K. Evaluation Criteria

The following criteria will be considered in the evaluation of offers:

Experience of the Bidder:	30%
Strength of Previous Work:	30%
Past performance:	20%
Cost:	20%
Total	100%

L. Evaluation of Offers

An award will be made to the bidder which is determined to be the best value and responsive to the RfP terms. An evaluation committee will be designated to review each proposal. FHI will be the sole judge of the proposals submitted under this RfP. FHI reserves the right to accept or reject any or all offers, and to cancel the tender process and reject any or all offers for any reason at any time prior to award of the consultancy, without thereby incurring any liability to the affected bidder or bidders. During the evaluation, the bidder may be requested to supply additional information in writing concerning content and/or to clarify points in their responses.

The bidder shall bear all costs associated with the preparation and submission of its bid, and the Purchaser will in no case be responsible or liable for those costs, regardless of the conduct or outcome of the tendering process.

M. Submission Deadline and Instructions

Bids must be delivered via e-mail to Randa Marji at rmarji@csp-jordan.org on or before 4:00 PM, on Sunday, March 31, 2013:

Bids received after the exact date and time specified will not be considered. All risks of late e-mail shall be borne by the bidder. An evaluation committee will review and score offers within two weeks of the due date, after which offerors will be informed of their status.

Requests for clarifications regarding this RfP must be made in writing by email no later than March 24, 2013 at 4:00 PM in order to allow sufficient time for any reply/amendment to reach all bidders before they submit

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their proposals. All inquiries must be e-mailed to: rmarji@csp-jordan.org. Clarifications will be posted on CSP's website by close of business March 25, 2013. No clarifications will be offered by phone or in any way other than by e-mail. Any additional information given to a potential bidder will be considered an amendment to this RfP and will be provided to all other potential bidders.

N. Disclaimers

1. FHI may cancel solicitation and not award
2. FHI may reject any or all responses received
3. Issuance of solicitation does not constitute award commitment by FHI
4. FHI reserves the right to disqualify any offer based on offeror failure to follow solicitation instructions
5. FHI will not compensate offerors for response to solicitation
6. FHI reserves the right to issue award based on initial evaluation of offers without further discussion
7. FHI may choose to award only part of the activities in the solicitation, or issue multiple awards based on the solicitation activities.
8. FHI reserves the right to waive minor proposal deficiencies that can be corrected prior to award determination to promote competition
9. FHI will be contacting offerors to confirm contact person, address and that bid was submitted for this solicitation.

O. Solicitation Schedule

Issue date: March 19, 2013

Last day to request clarifications: March 24, 2013, 4:00 pm Jordan time

Answers to requests for clarifications: March 25, 4:00 pm Jordan time

Proposal Due Date: March 31, 4:00 pm Jordan time

Short-listing of Bidders and Notification of Unsuccessful Offers: April 11, 2013

Award Negotiation Period: April 11-18, 2013

Expect to Award by: April 20, 2013

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